

~~SECRET~~
SECURITY INFORMATION

General

In general, this complaint brings into focus a need for specialized personnel work which is greater than that in other large organizations because of the professional and security restrictions put upon all employees. The essence of the problem lies in the accepted fact that all rewards and recognition must come from within the Agency. Similarly, but to a lesser degree, the incentives, patriotic and otherwise, to work at a high degree of interest and efficiency also derive from within our barbed wire fences. Loyalty and drive and purpose result from interested leadership. We need an occasional bit of flag waving, a constant attack on improved management, an insistent interest in the well being of the individual, a rigorous recognition that good people flourish under having high-quality demands made of them, a steady policy of "stretching" the individual in order that he may grow and by the same tokens, an active disparagement of those who are destructive in their actions and influence or inadequate in their jobs.

It should be brought to the attention of each new employee that when he enters any profession he must do a great deal of routine, laborious, and unproductive work in gaining background for and understanding of the significance of his eventual assignment. This is as true in Intelligence as in Medicine, Law, Theology, or any other profession. But there are no schools of Intelligence, so the man studying for that profession must do it after his employment here. Unlike the other professions, he is being well paid to learn Intelligence. The Agency has failed to sell this idea to its young people.